

Outputs vs. Outcomes when setting Goals

The distinction between outputs and outcomes matters for two reasons:

1. At the end of the day, what *really* matters to us as a university is outcomes
2. Measuring outputs and outcomes can help us determine whether our best opportunities for improvement lie with adjusting our *strategy* or with improving your *tactics*.

Outputs are things that *happened* as the result of some sort of tactic, e.g. creating a plan, forming a committee.

An **outcome** is *direct* business impact. "Revenue" is a classic outcome measure (as is ROI), but outcomes don't always have to be directly tied to financial results. Xavier could consider other outcomes such as community involvement, innovation and entrepreneurship, and university brand.

Output	Outcome
Things that 'happen'	Direct business/organizational impact
Ex: Creating a plan, forming a committee	Ex: Revenue, community involvement, innovation, university brand
Ex: Number of participants who gave blood for local fund drive	Ex: Increasing capacity of blood available by 30%
Ex: Forming a communication taskforce for reorganization efforts	Ex: Developing communication tool that allows all employees real time updates on reorganization

ASK YOURSELF when you are creating goals:

- What 'expected' changes in performance (of me or to Xavier) do we want to realize?
- How do these changes in performance support the foundation of our institution?